

THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

National Intelligence Officers

15 February 1977
DBF
F.Y.I.


MEMORANDUM FOR: George L. Cary
Legislative Counsel

FROM : Richard Lehman
Deputy to the DCI for National Intelligence

SUBJECT : Questions and Answers for Admiral Turner's
Confirmation Hearings

We suggest you substitute the answer below for your answer to question 29 on competitive analysis. We doubt that the next Director will wish to repeat the competitive analysis experiment, certainly not under the same ground rules. Your answer appears to us to make the Admiral appear more positive minded than he will want to be.

Answer to 29. The competitive team approach was an experimental approach to improving National Intelligence Estimates, and neither I nor anyone else has yet evaluated the worth of the experiment. I hope, in any case, to encourage innovative approaches in all areas of the Intelligence Community's performance, and I certainly would not want to rule out at this point the participation of outsiders in the estimative process because of the difficulties that arose with the competitive analysis.

ja  Richard Lehman

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